



15 years in Kazakhstan:
our talents - your success

ANTAL KAZAKHSTAN

KEY JOB MARKET OVERVIEW TRENDS

- Candidates' motivation;
- Hiring;
- Salary indexation;
- Staff turnover by the end of 2024
- Percentage of accepting offers from companies;
- Returning ex-employees;

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antalkazakhstan.kz

ABOUT ANTAL CENTRAL ASIA & CAUCASUS

Antal Kazakhstan & Uzbekistan are one of the largest recruitment companies in the Central Asia & Caucasus region, specializing in the recruitment of middle and senior managers. We are an important part of the international recruitment company Antal International, with 145 offices worldwide. Antal entered the Eastern Europe market in 1994, opening an office in Almaty in 2010 and in 2019 in Tashkent.



ANTAL SERVICES CENTRAL ASIA & CAUCASUS

- Recruitment (middle to top, specialists)
- Outsourcing, contracting
- RPO (Recruitment Process Outsourcing)
- Customized labour market surveys
- Thomas personality analysis
- Outplacement
- Additional services (trainings, etc.)

KEY TRENDS OF KAZAKHSTAN JOB MARKET

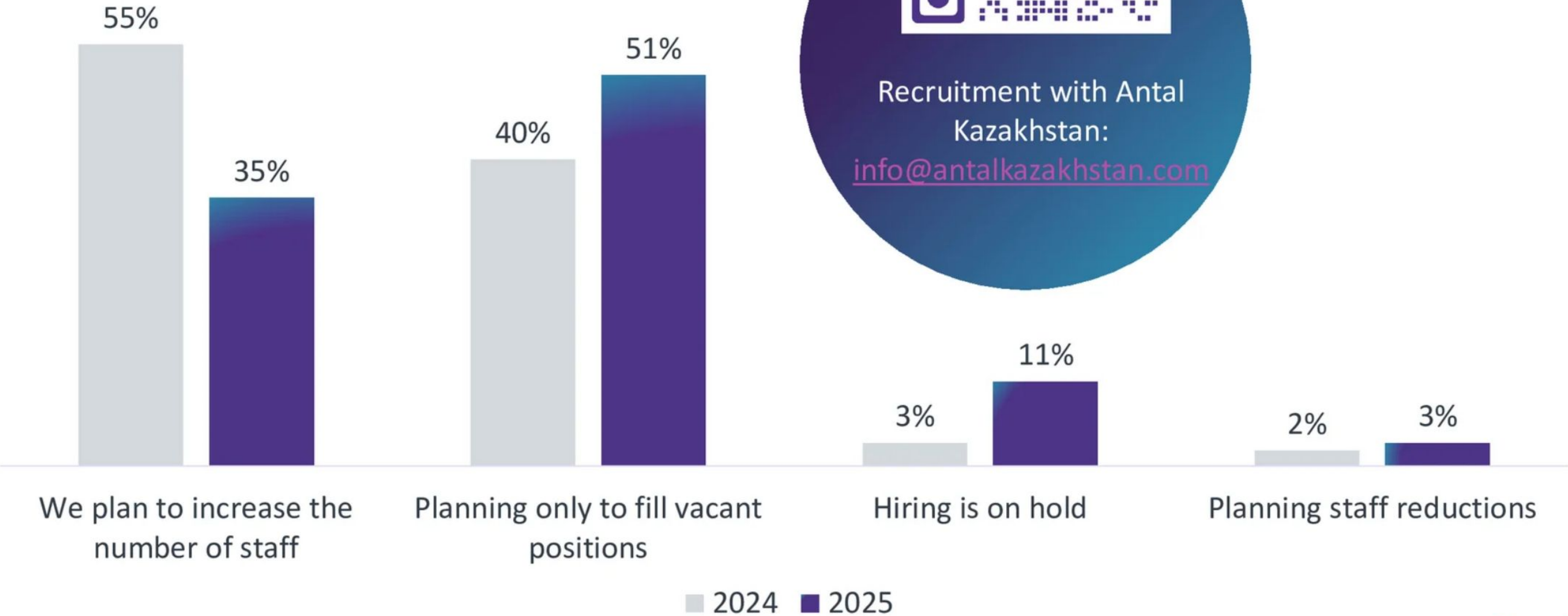
1. The main challenges for HR are: lack number of good quality candidates, low efficiency, high turnover.
2. The biggest difficulties in hiring are Sales, Marketing, Finance, Engineers, IT.
3. 83% of companies will index salaries this year, the main range of growth is 10-20%.
4. The main reason for candidates leaving company: low salary, lack of growth, high stress level, lack of remote work option
5. 61% of companies are ready to take specialists from other industries.
6. To expand the candidate funnel, employers are lowering experience requirements, removing age limits, and considering foreign specialists for some positions.
7. What does an ideal employer look like? One who – provides a flexible work format, makes hiring decisions quickly (one-day-offer), has a strong EVP and transparent career prospects.
8. Corporate restructuring ongoing and emerging importance of Uzbek market / bureaucratic hurdles



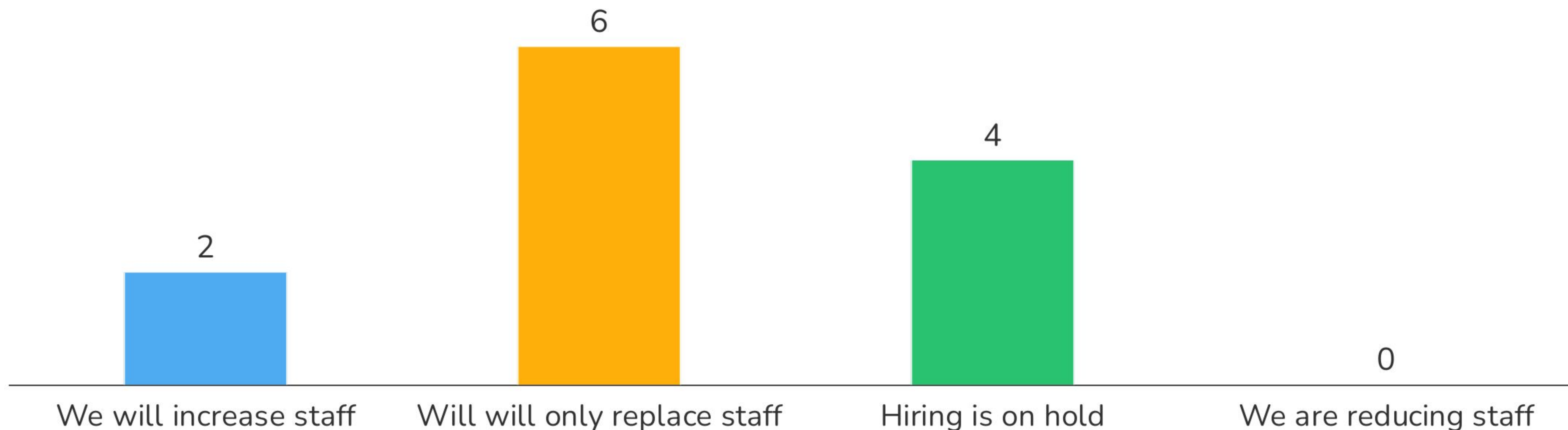
COMPANY RESPONSES

HIRING

Your recruitment plans for the coming year



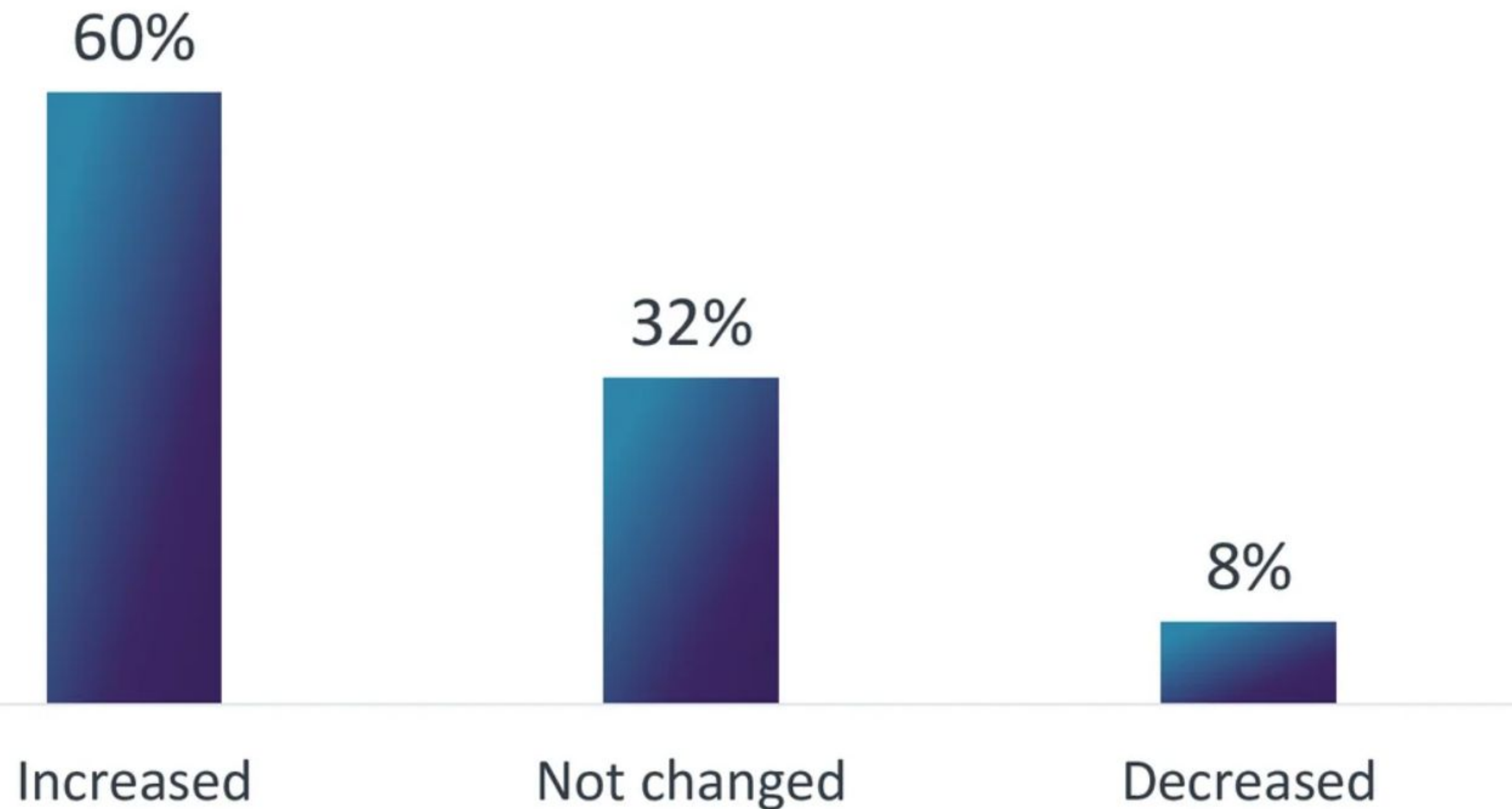
What are your hiring plans for this year?



COMPANY RESPONSES

VACANCY FILL TIME

How has the company's average job closing time changed this year?

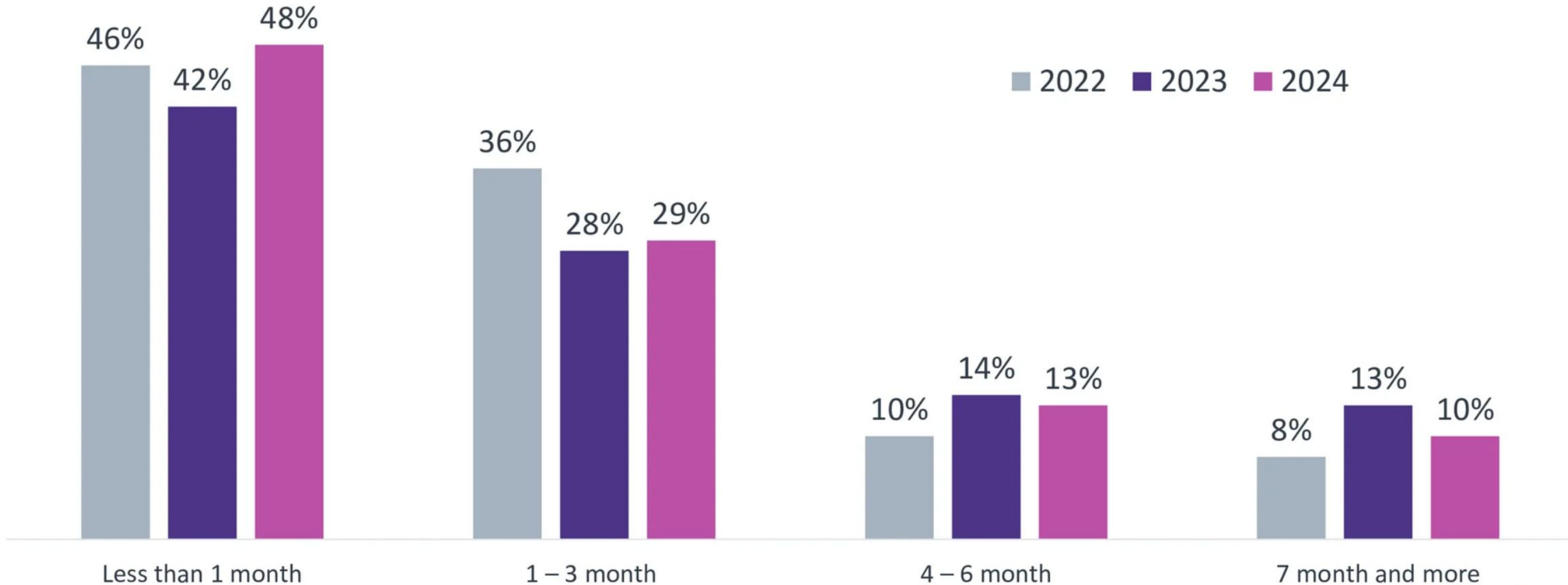


TOP 5 MOST POPULAR RECRUITMENT REQUESTS

- ✓ Sales
- ✓ Marketing
- ✓ Logistics
- ✓ Finance and Accounting
- ✓ Top management
- ✓ IT

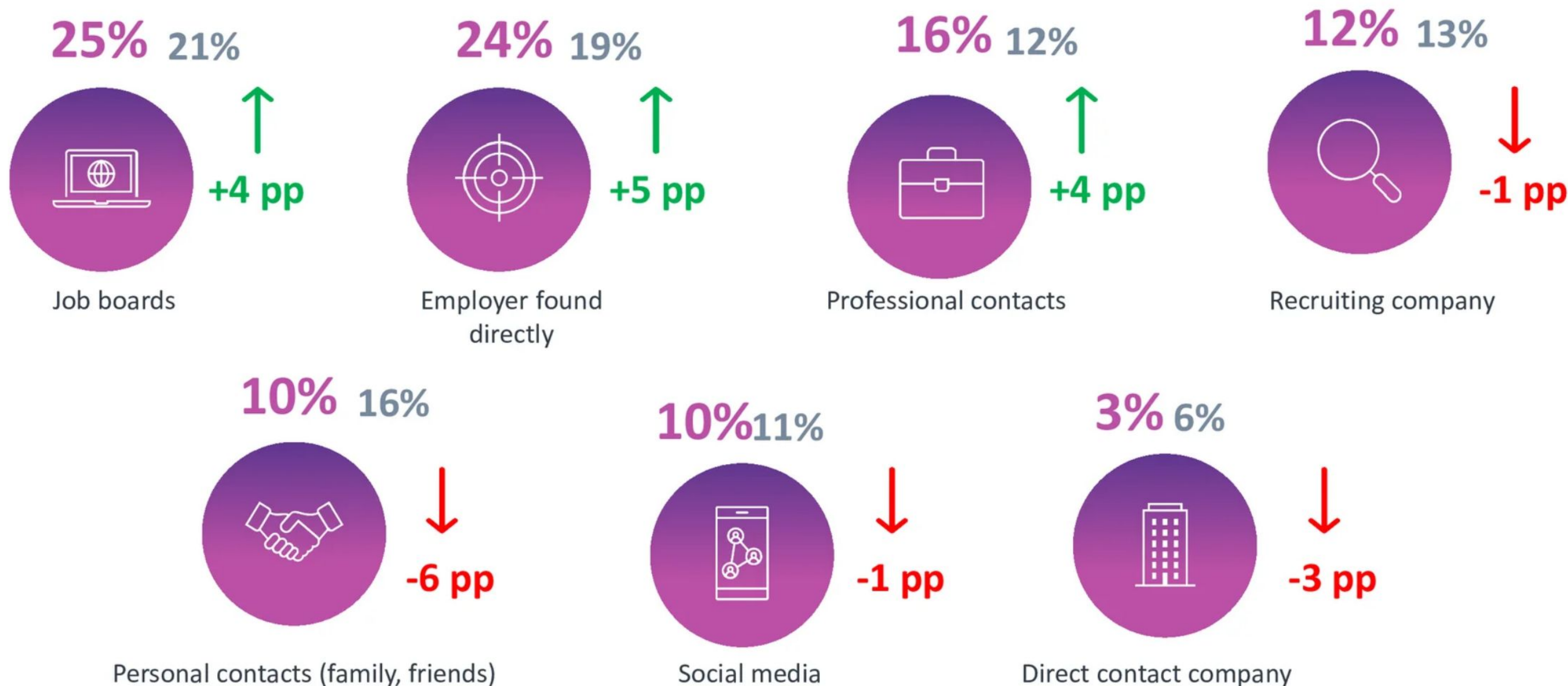
HOW LONG DID IT TAKE TO FIND YOUR CURRENT/LAST JOB

*responses of respondents who have looked for a job in the last 12 month (May 2024 to June 2024)



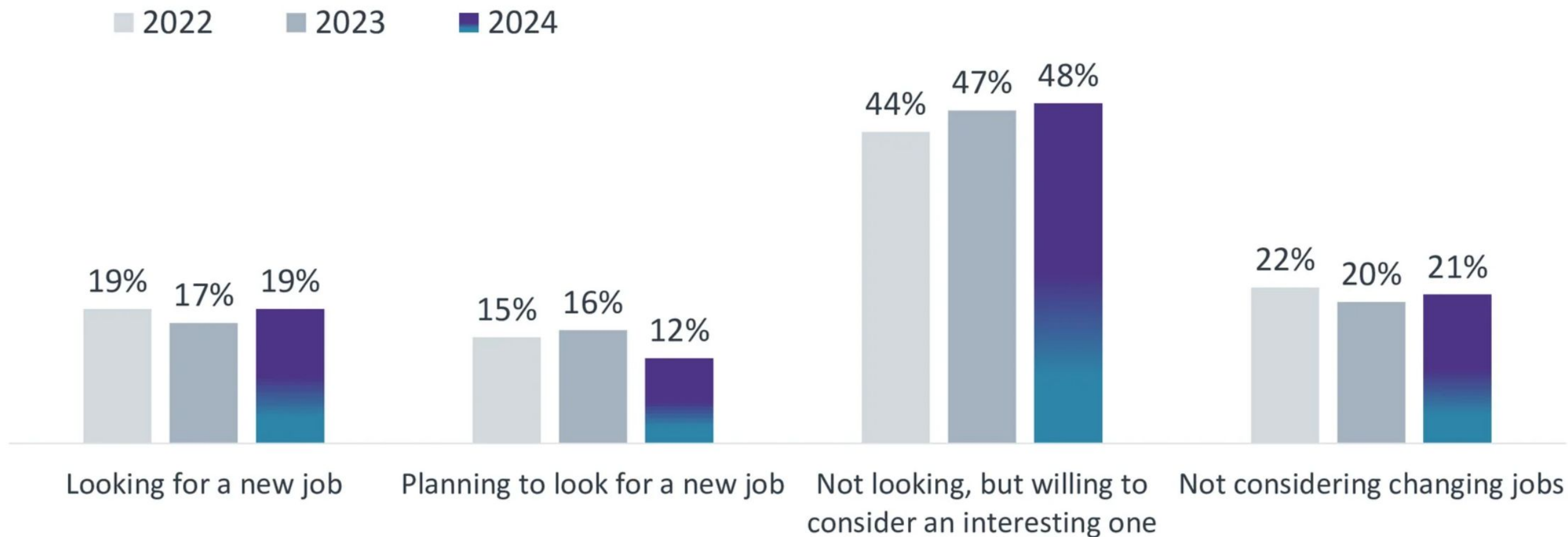
HOW DID CANDIDATES FIND WORK OVER THE PAST YEAR?

*responses of respondents who have looked for a job in the last 12 month (May 2024 to June 2024)



READINESS TO CHANGE JOBS

Your plans to change jobs in the next 12 months?



TOP 5 REASONS FOR CHOOSING A COMPANY

Why did you choose your current job?



54%

Higher salary



38%

New challenges



36%

Career growth opportunities



31%

Work/life balance
and personal life



28%

Stable company

TOP 5 REASONS FOR LEAVING COMPANIES

Why did you leave your previous job?



38%

Got a new offer



26%

Не устраивал уровень
зарплаты



25%

I wasn't satisfied with the
salary level



17%

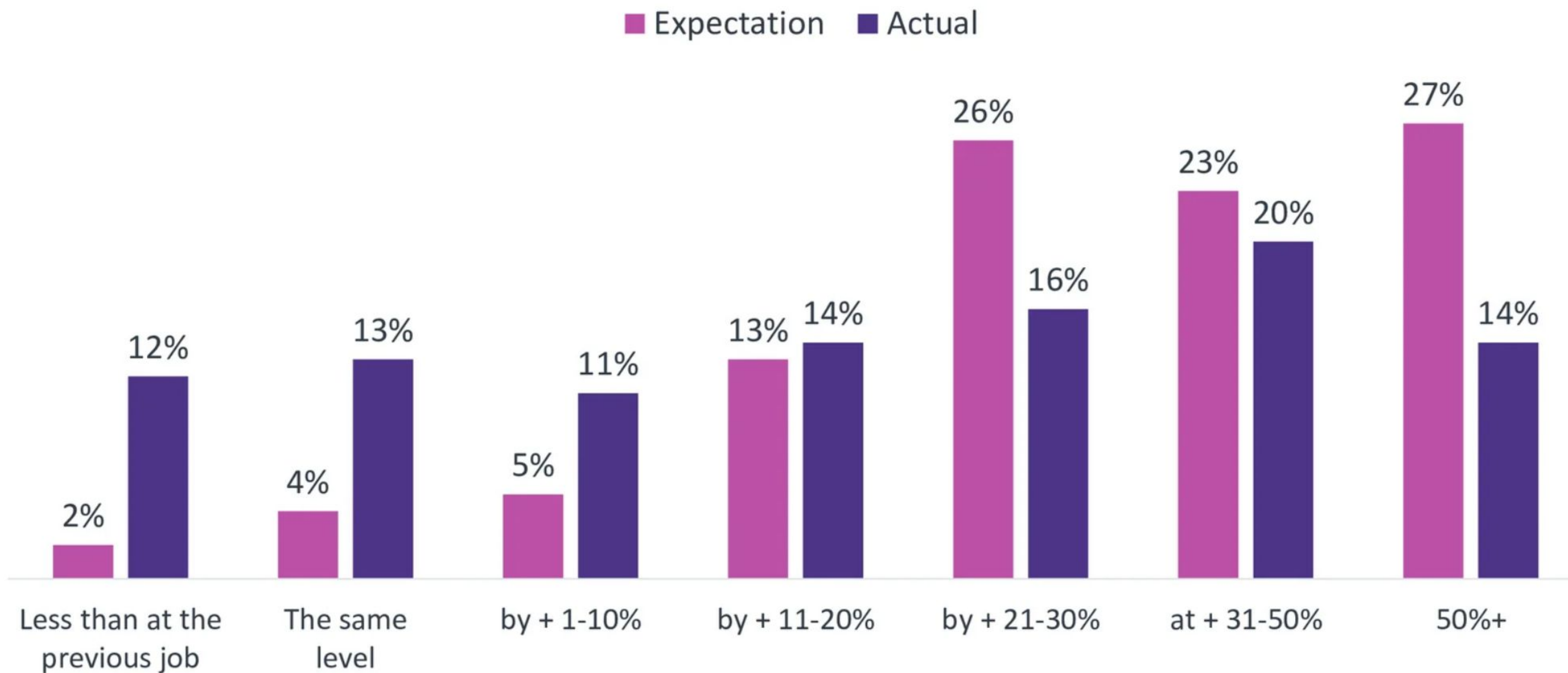
"Boring" tasks



13%

Company instability

EXPECTED AND ACTUAL INCREASE IN SALARY WHEN CHANGING JOB



TOP 10 BENEFITS BY IMPORTANCE IN THE COMPENSATION PACKAGE



Remote/Hybrid



Voluntary Health Insurance



Flexible schedule



VHI for family



Corporate training



Additional vacation
days



Car allowance



Mobile
communication



Fitness allowance



Additional
sick pay

What are the top three benefits you are offering/have in your compensation package?





HIRING

MOST CRITICAL ISSUES REGARD TO PERSONNEL

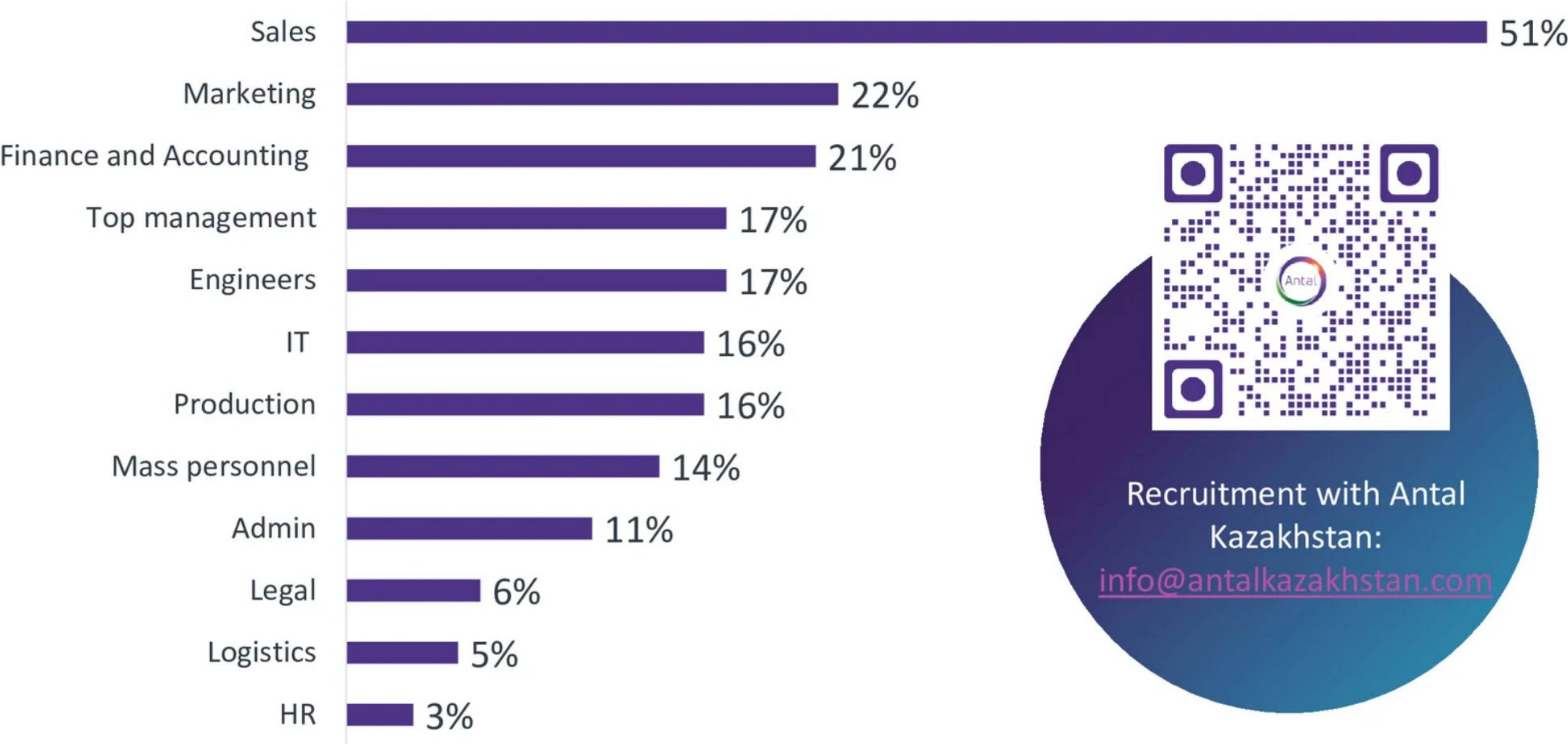
The most pressing personnel issues facing your company at the moment



Candidate mapping with
Antal Kazakhstan:
info@antalkazakhstan.com

DIFFICULTIES IN RECRUITMENT (2024)

Which specialists do you face the most difficulties in finding during 2024?





Recruitment with Antal
Kazakhstan:
info@antalkazakhstan.com

SOLUTIONS TO IMPROVE THE RECRUITMENT SITUATION

What solutions are you implementing to improve your hiring situation?

68%



Reviewing salary levels

59%



Expanding the candidate
funnel

27%



Work wit recruiting
companies

27%



Strengthening/implementing
referral system

26%



Strengthening marketing tools

19%



Connecting additional search
sources

16%



Creating/promoting a career
website

Please choose your measures taken to improve the hiring situation?

пректные работы
graduate program

always have short list

▣ hire in advance

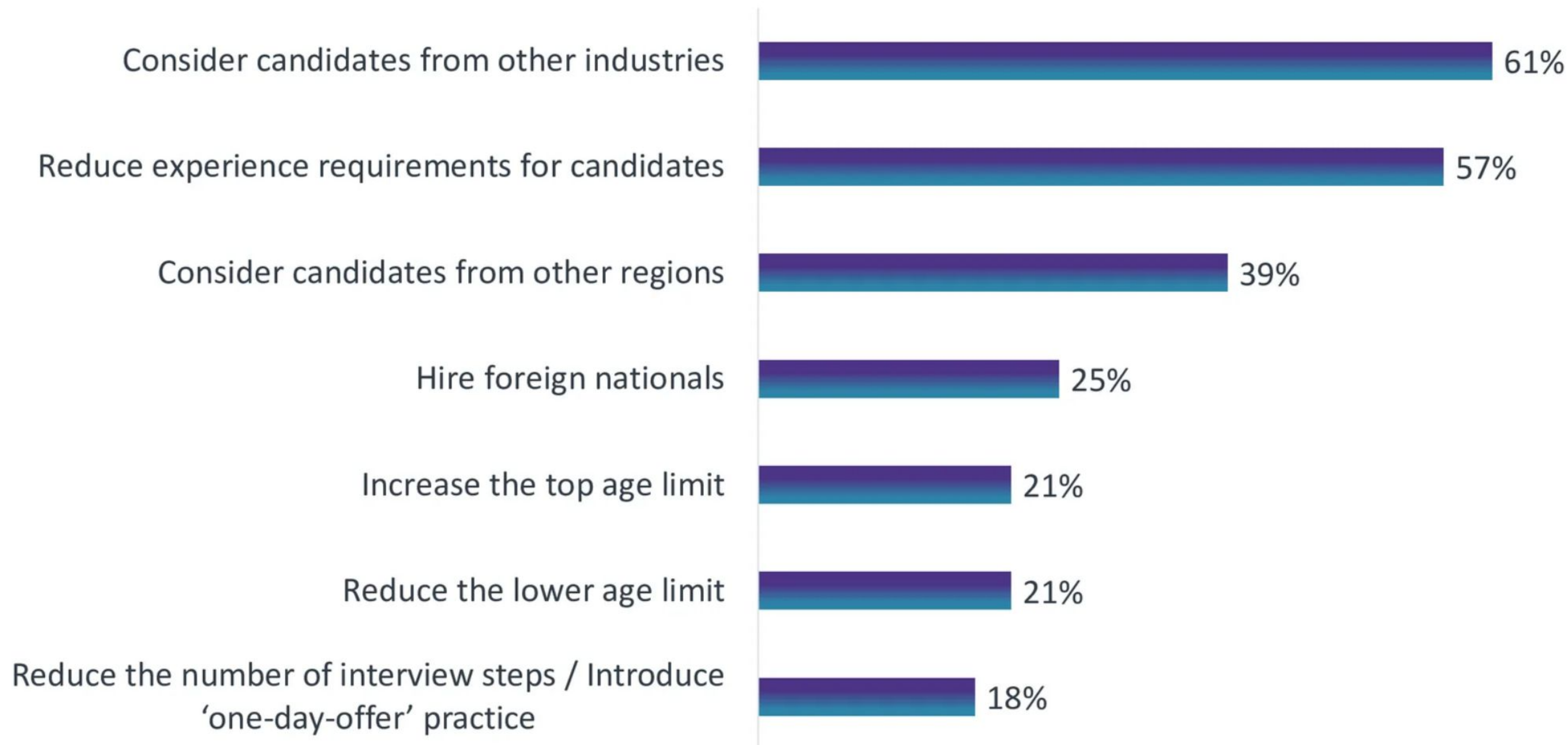
succession plan

внутреннее перемещение

“refer a friend” program

EXPANDING THE CANDIDATE FUNNEL

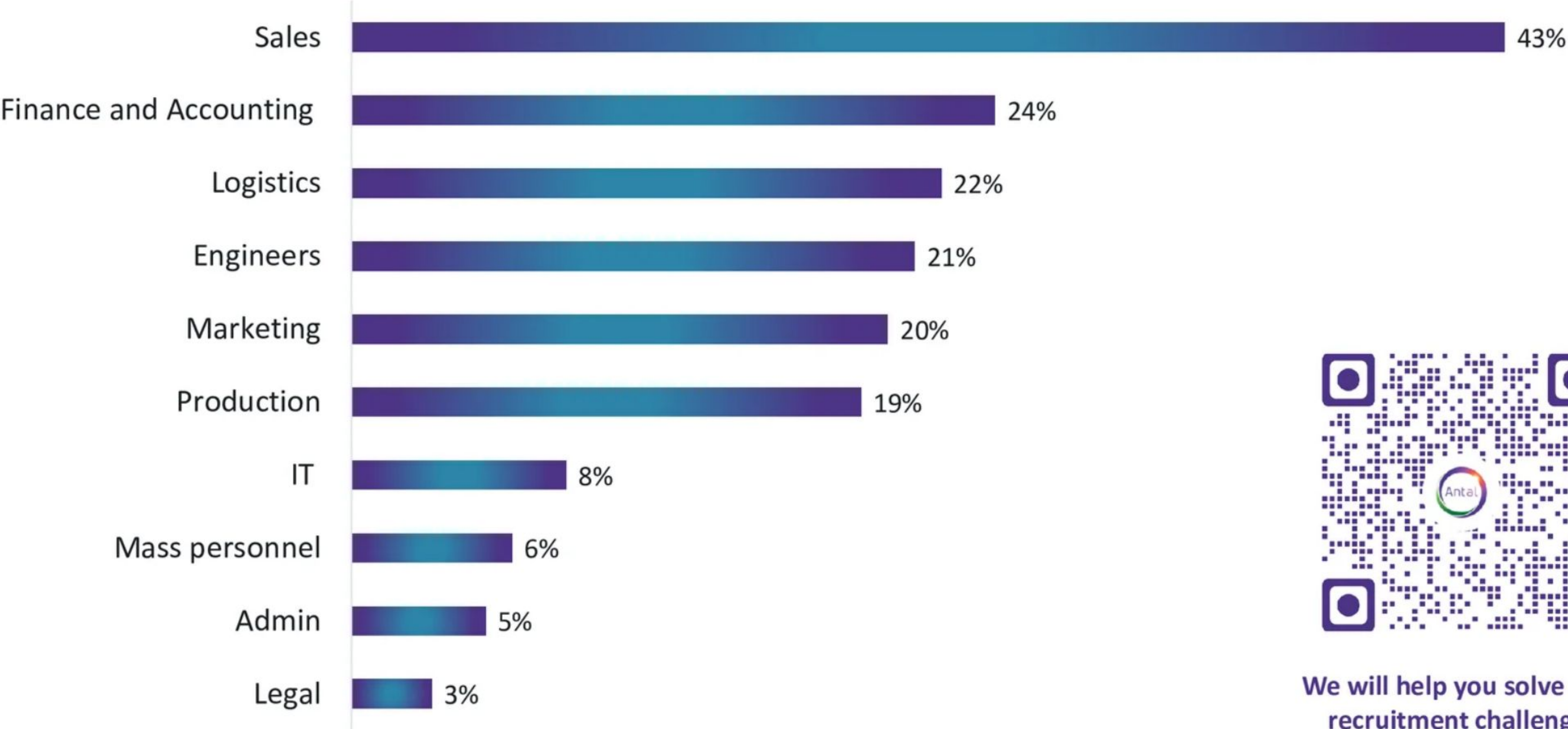
What criteria do you use to expand your candidate funnel?



COMPANY RESPONSES

HIRING

Which specialists are you planning to hire for the next year?



We will help you solve your recruitment challenges



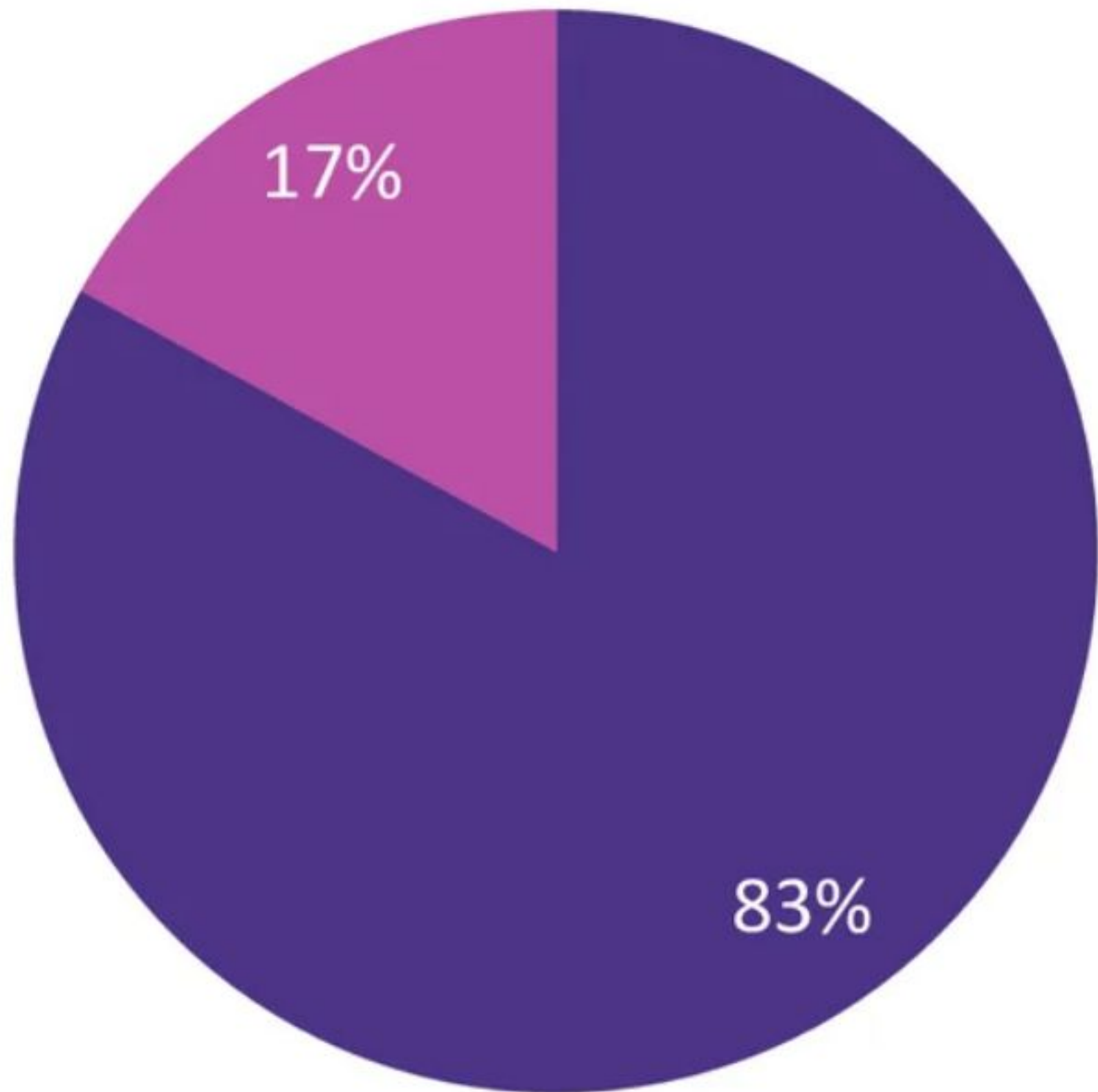
SALARIES

COMPANY RESPONSES

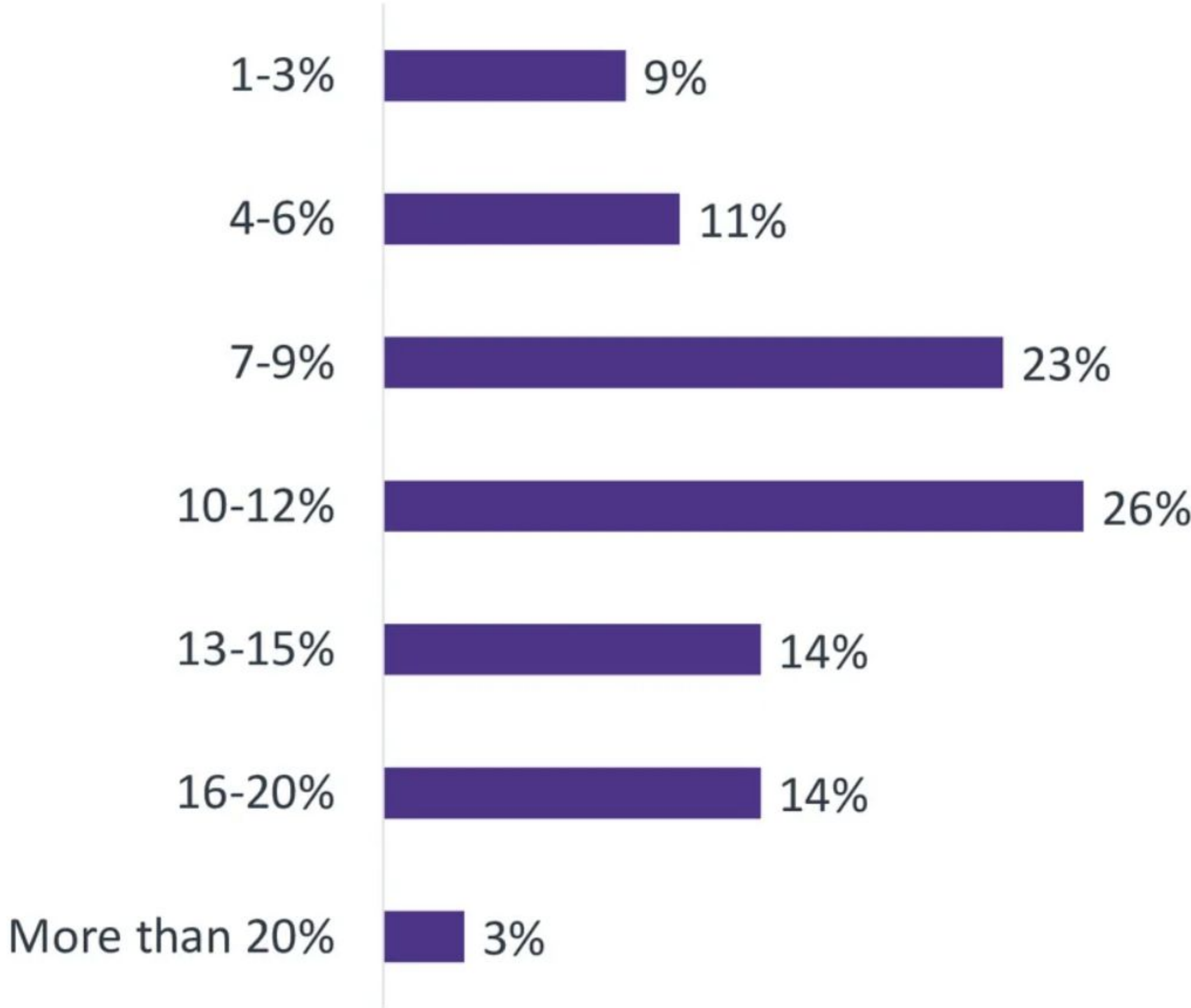
SALARIES (2025)

Your plans for employee salaries in 2025?

■ Plan to increase ■ Leave no change



Planned percentage of salary increases for 2025?

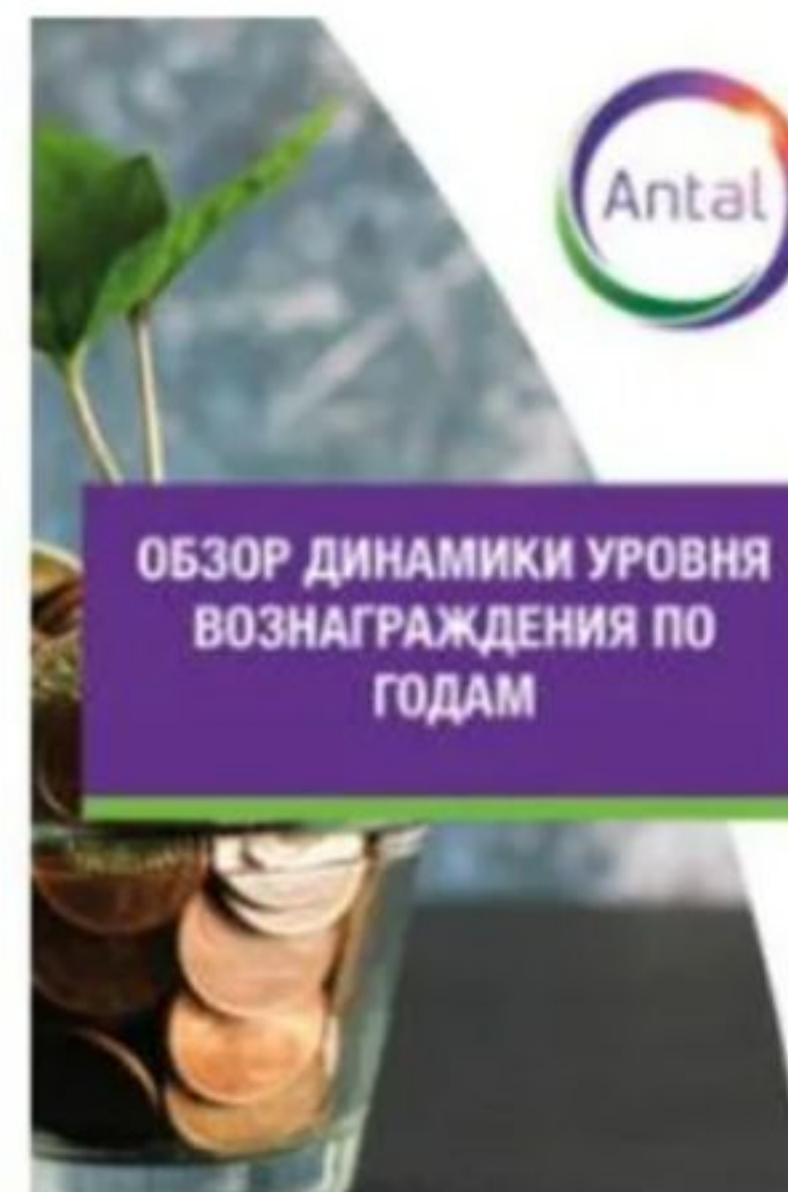


SPECIALIZED REVIEWS

Labour market surveys can help you:

- Budget your HR costs;
- Combat staff turnover;
- Compare your salary levels with the market;
- Formulate a package of benefits and perks;
- Assess salary levels in the regions;
- Discuss remuneration levels with employees in a reasoned manner;
- Find new ways to motivate your staff;
- Strengthen the HR brand.

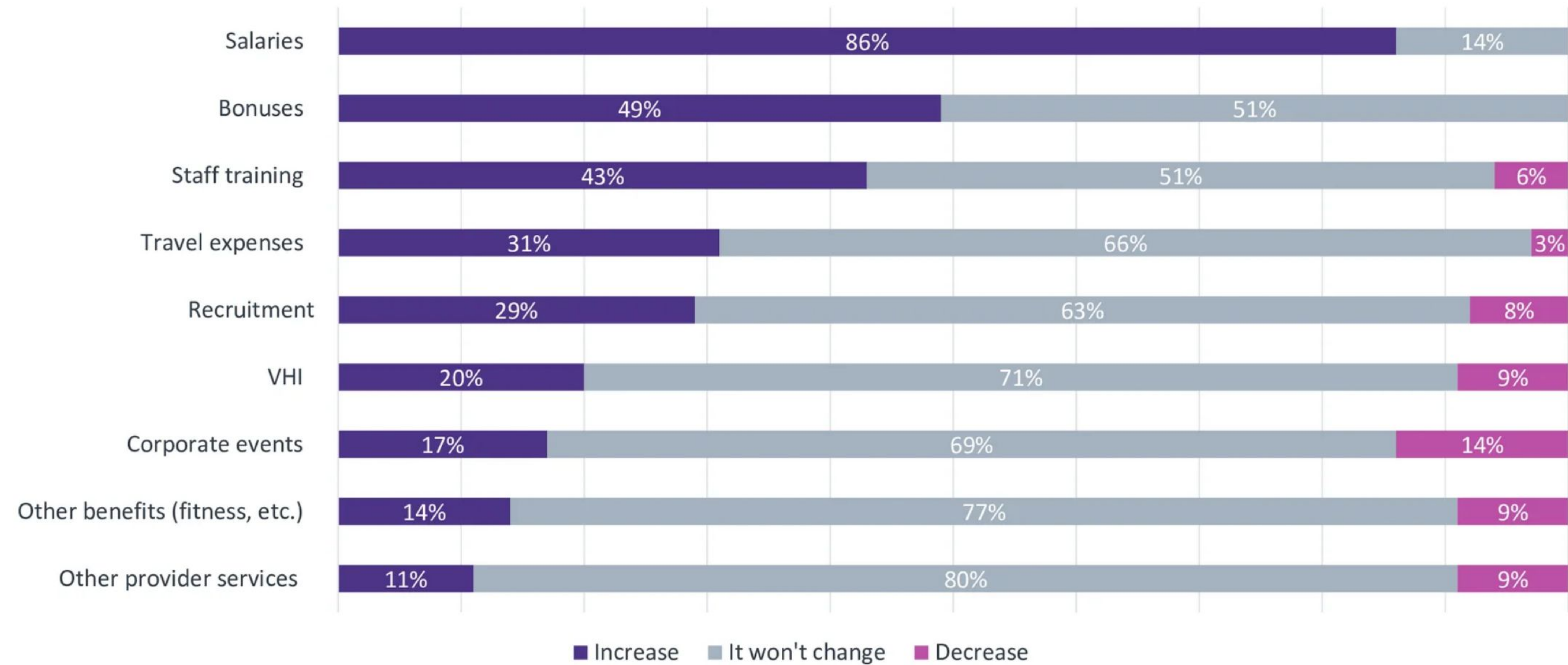
Calculate the cost of the salary review together with Antal Kazakhstan:
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COMPANY RESPONSES

HR-BUDGET

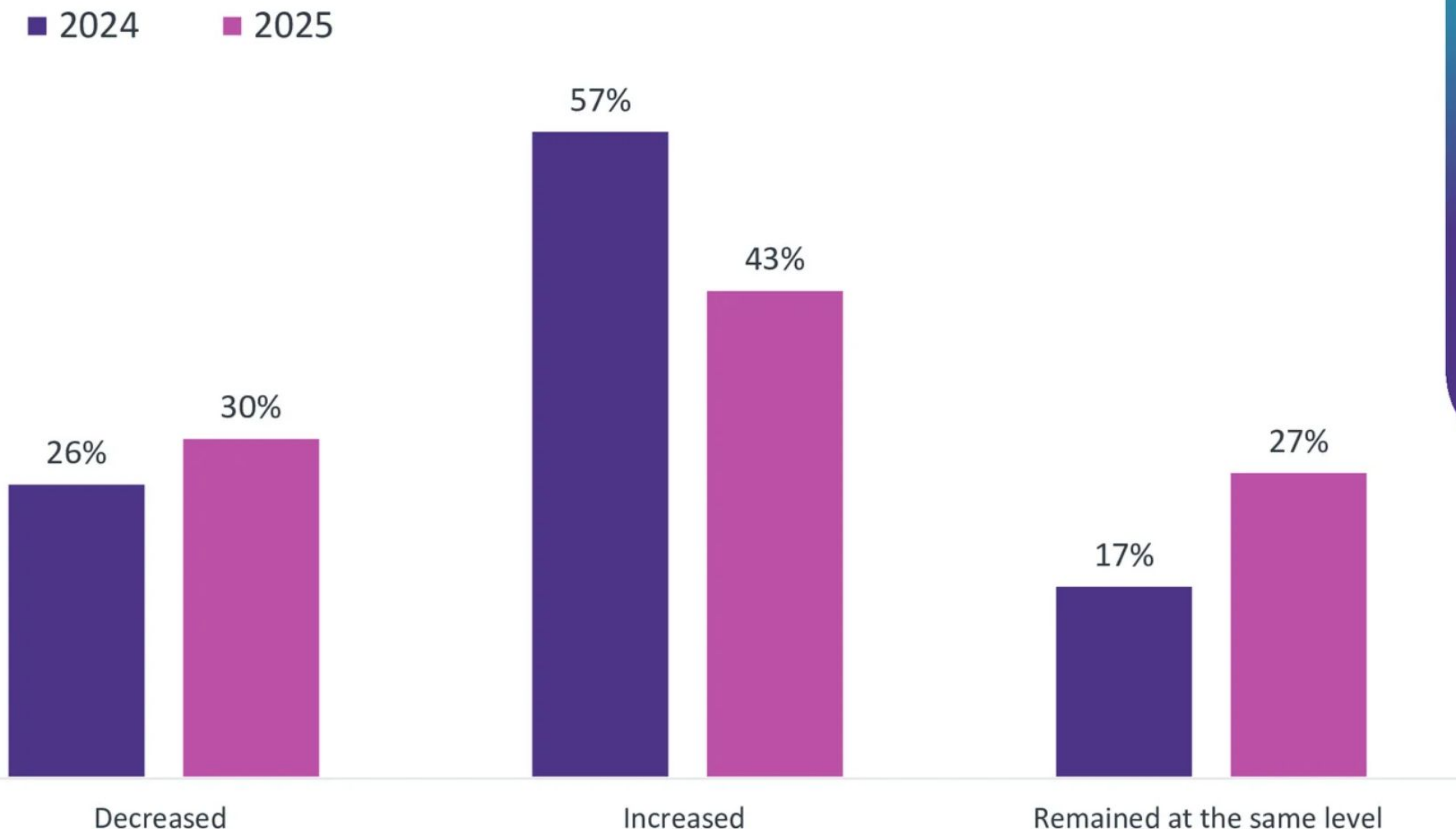
HR budget for 2025 compared to 2024:





STAFF TURNOVER

HOW THE PERCENTAGE OF TOTAL TURNOVER IN COMPANIES HAS CHANGED OVER THE LAST YEAR



Total staff turnover for 2024 in the Pharmaceuticals sector was 28%.

- 24% - voluntary turnover;
- 19% - office staff;
- 28% - mass staff.

In the FMCG sector, the total staff turnover rate is 25%.

- 14% - voluntary turnover;
- 8% - office staff;
- 20% - mass staff.

KEY REASONS FOR THE STAFF TURNOVER

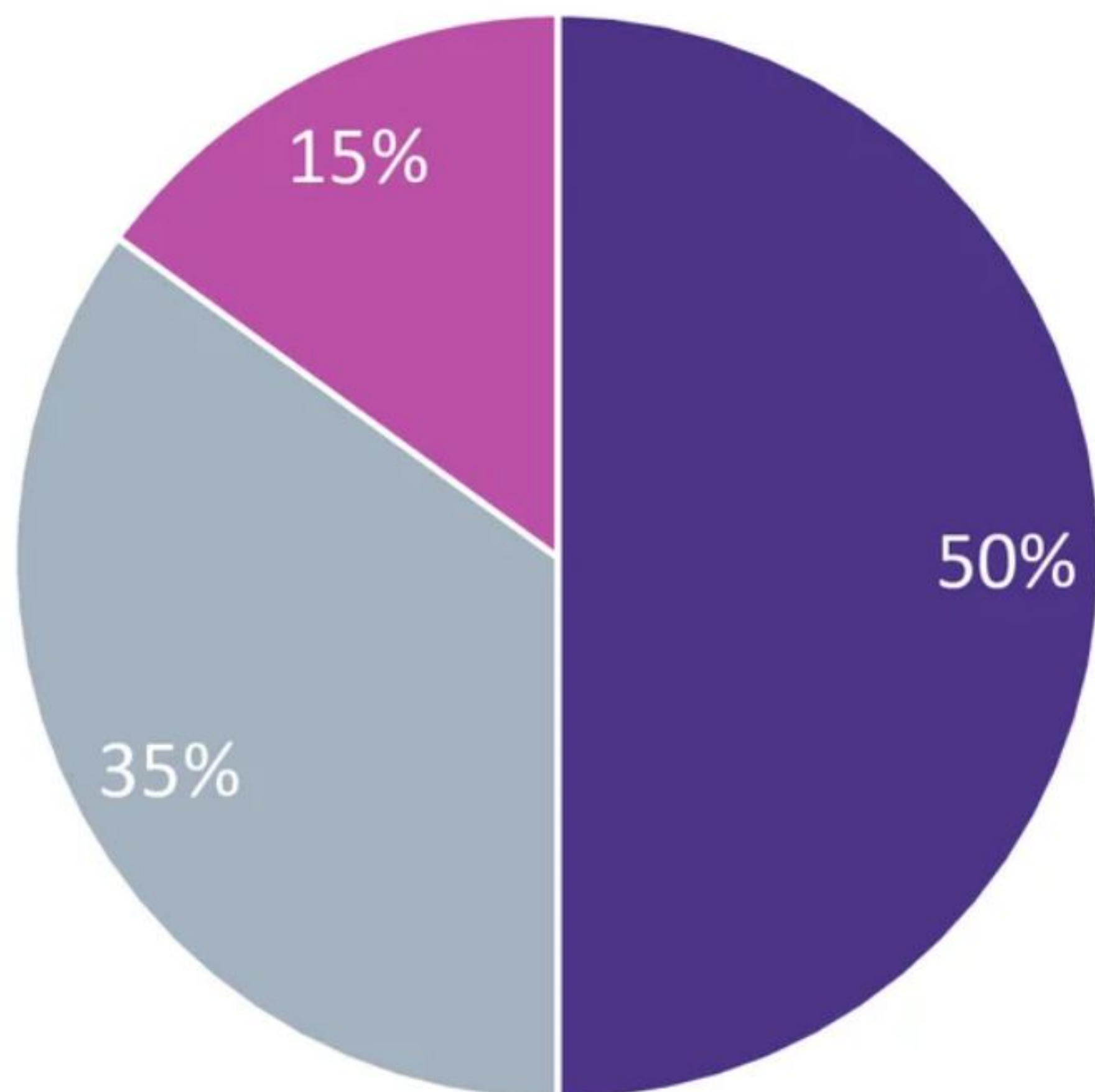
RESPONDENTS HAD THE OPPORTUNITY TO CHOOSE SEVERAL ANSWER OPTIONS. THE SLIDE SHOWS THE PERCENTAGE OF THE TOTAL NUMBER OF RESPONDENTS.



The vast majority of employees left companies because of unsatisfactory remuneration. The top 3 also included “lack of growth in the company” and “high stress levels”.

- Personal reasons: relocation, health reasons, care for relatives, etc.
- Reduction of position
- Poor quality of personnel

COMPANY RESPONSES

COMPANIES' FORECAST OF VOLUNTARY
TURNOVER RATE FOR 2025

- Decrease in turnover
- Stabilization at current level
- Increase in turnover



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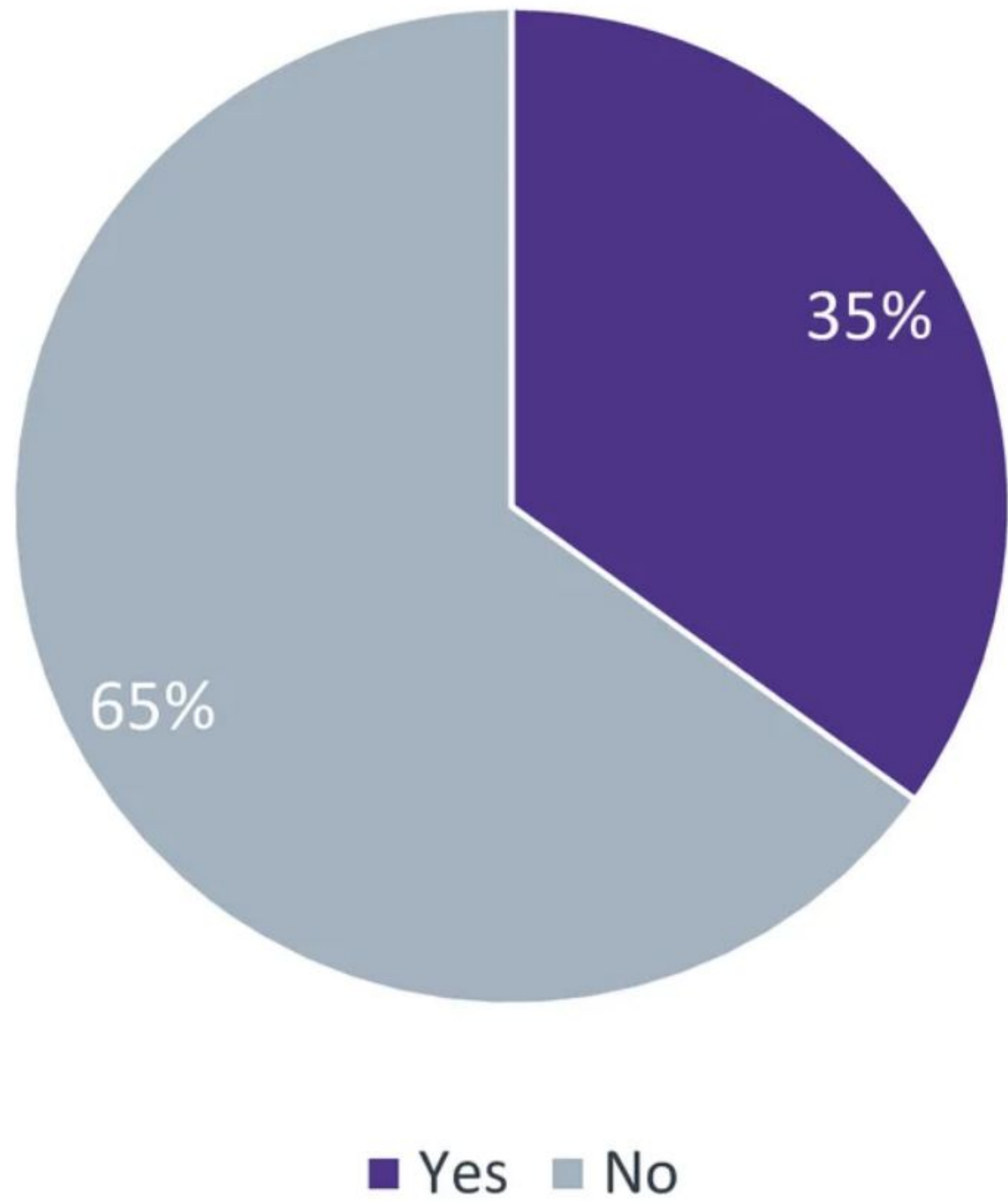


HR-trends

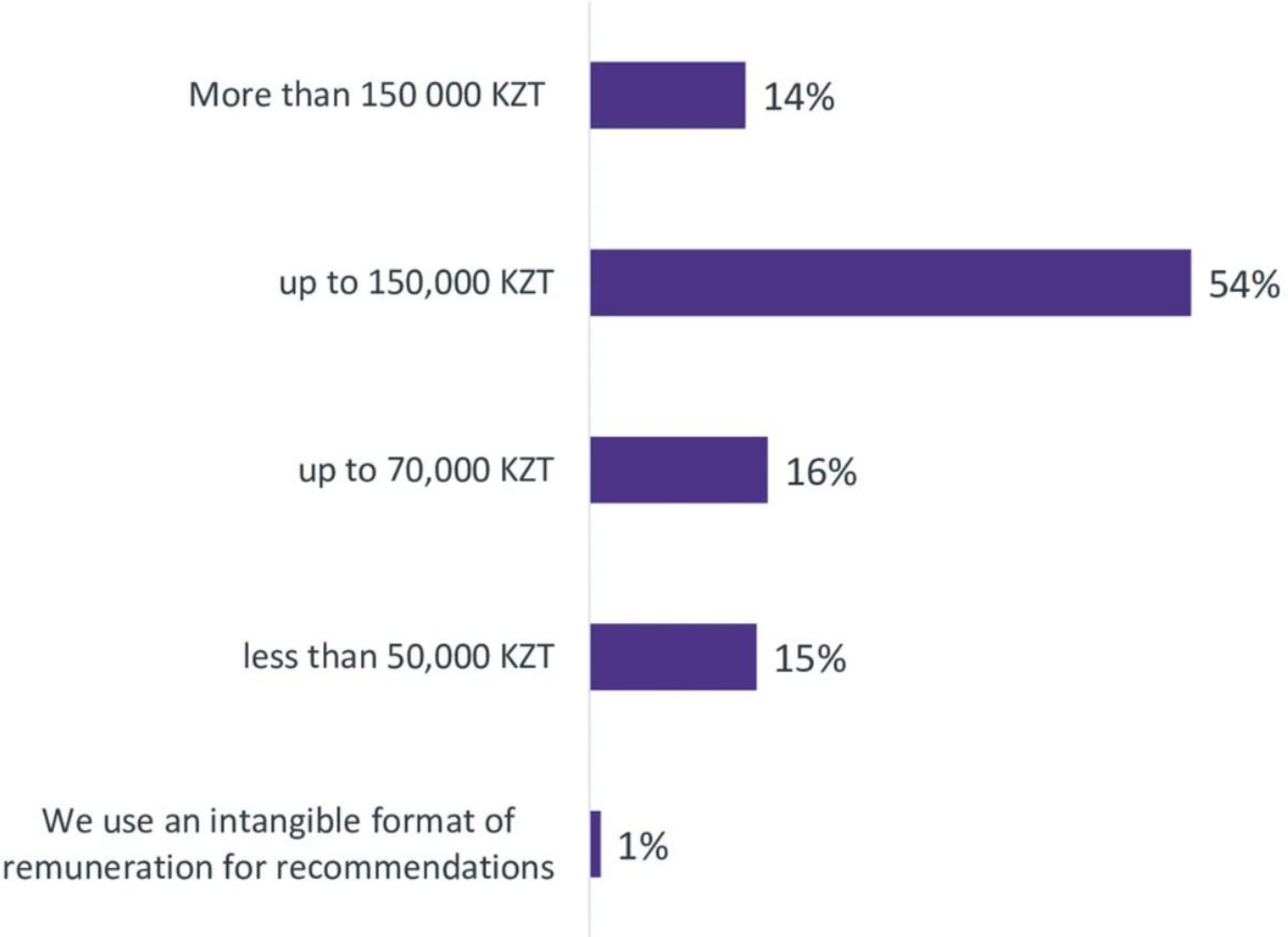
COMPANY RESPONSES

REFERRAL PROGRAMS

DO YOU HAVE A REFERRAL PROGRAM?

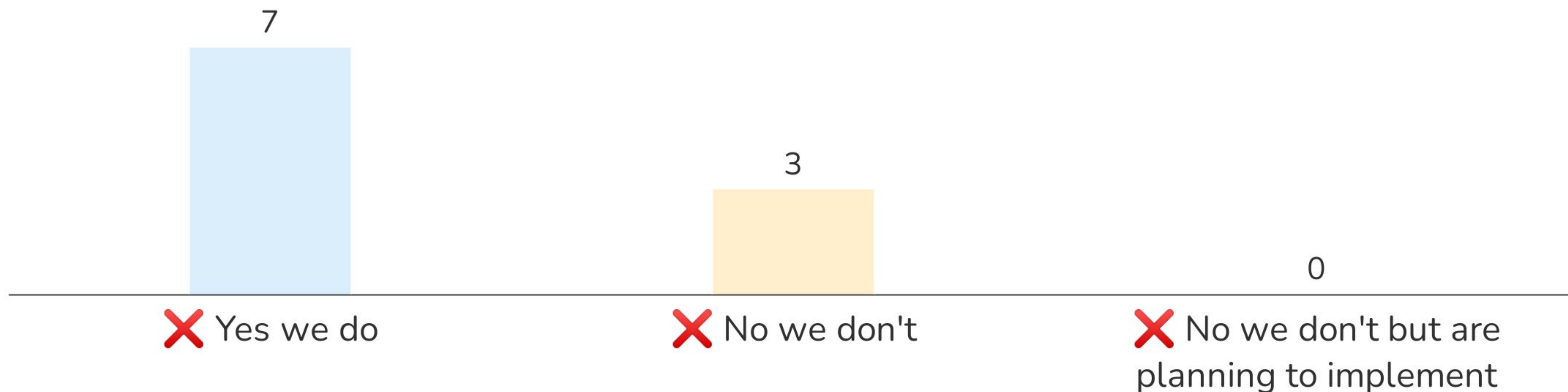


WHAT IS THE AVERAGE AMOUNT OF REMUNERATION AN EMPLOYEE IN YOUR COMPANY RECEIVES UNDER THE REFERRAL PROGRAM?



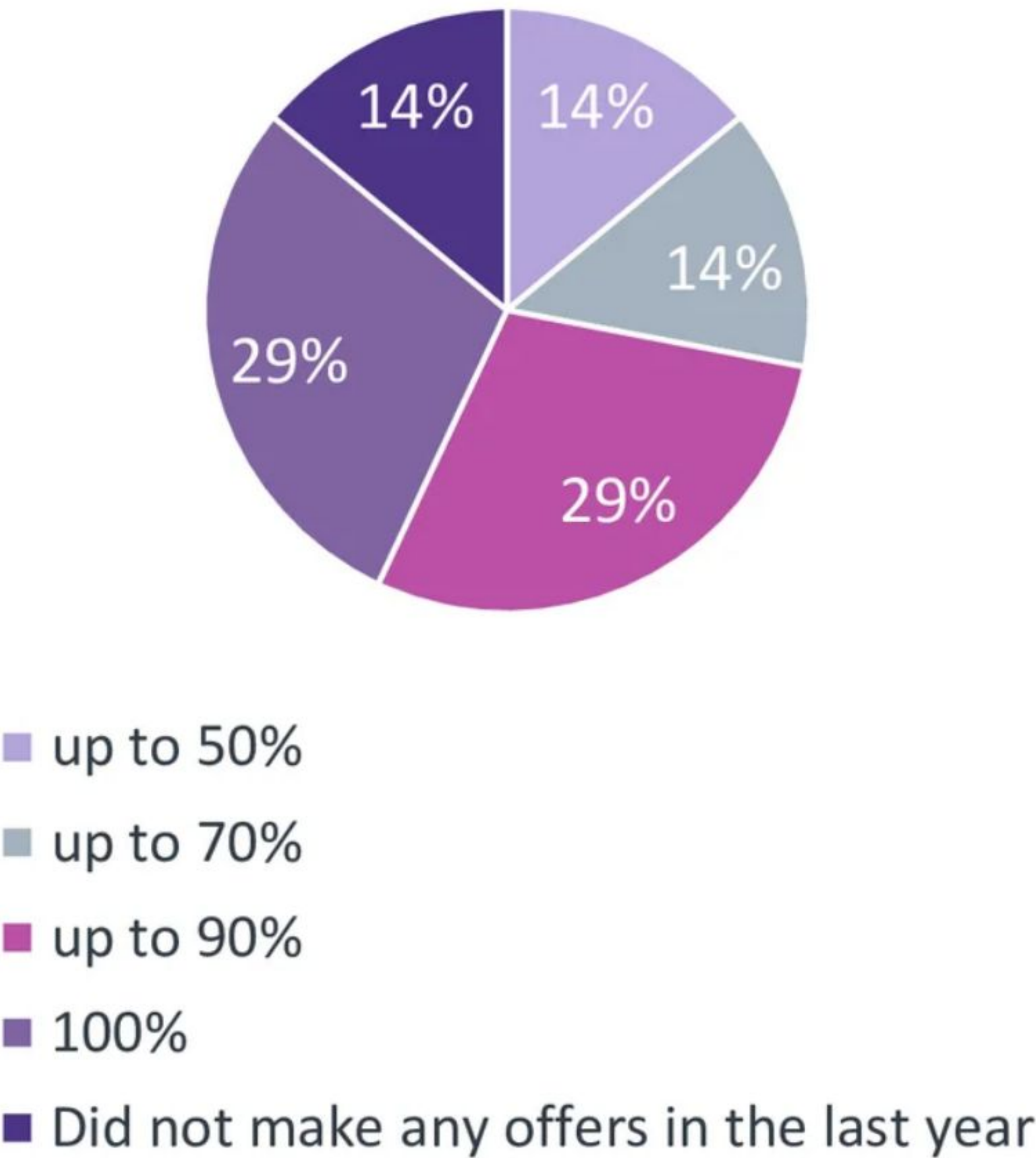
Do you have a candidate referral programme?

None of the options is correct!



OFFER ACCEPTANCE RATE

WHAT PERCENTAGE OF THE OFFERS (JOB OFFERS) YOUR COMPANY MADE IN THE LAST YEAR WERE ACCEPTED BY CANDIDATES?



WHAT PERCENTAGE OF JOB SEEKERS WHO ACCEPTED AN OFFER FROM YOUR COMPANY DID NOT END UP GETTING A JOB?



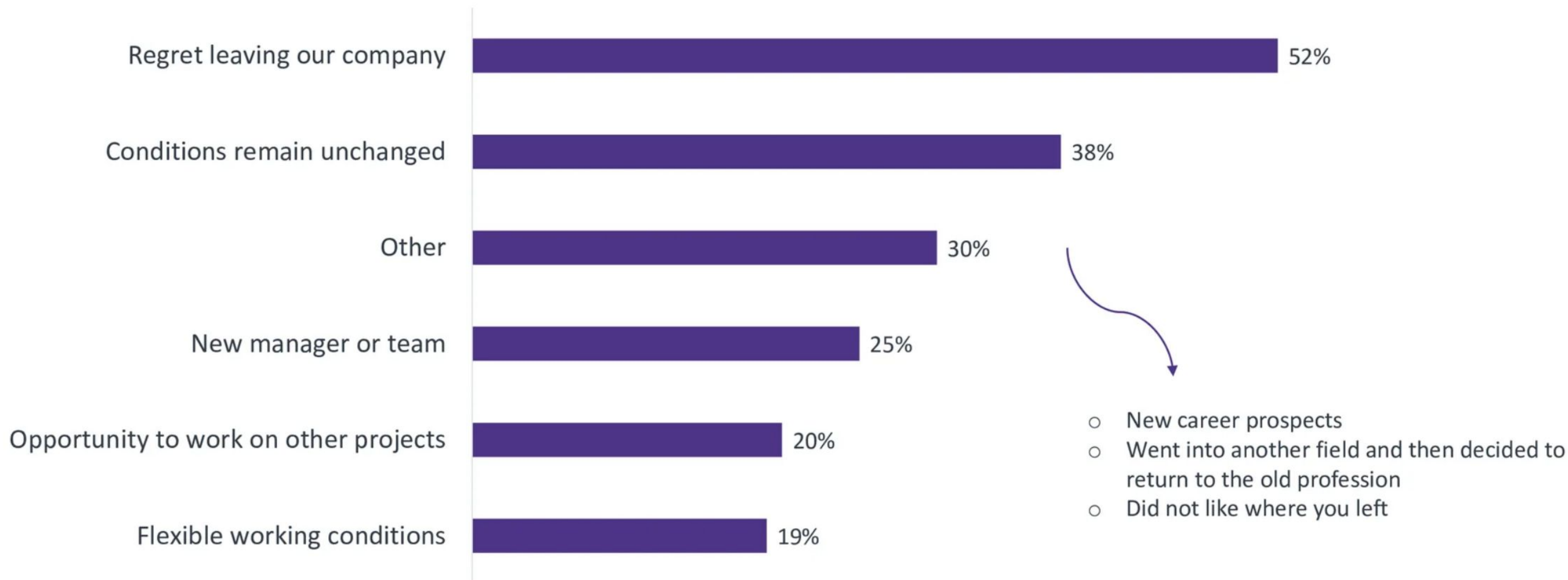
RETURN OF EX-EMPLOYEES

HAS YOUR COMPANY EVER SEEN FORMER EMPLOYEES RETURN TO WORK?



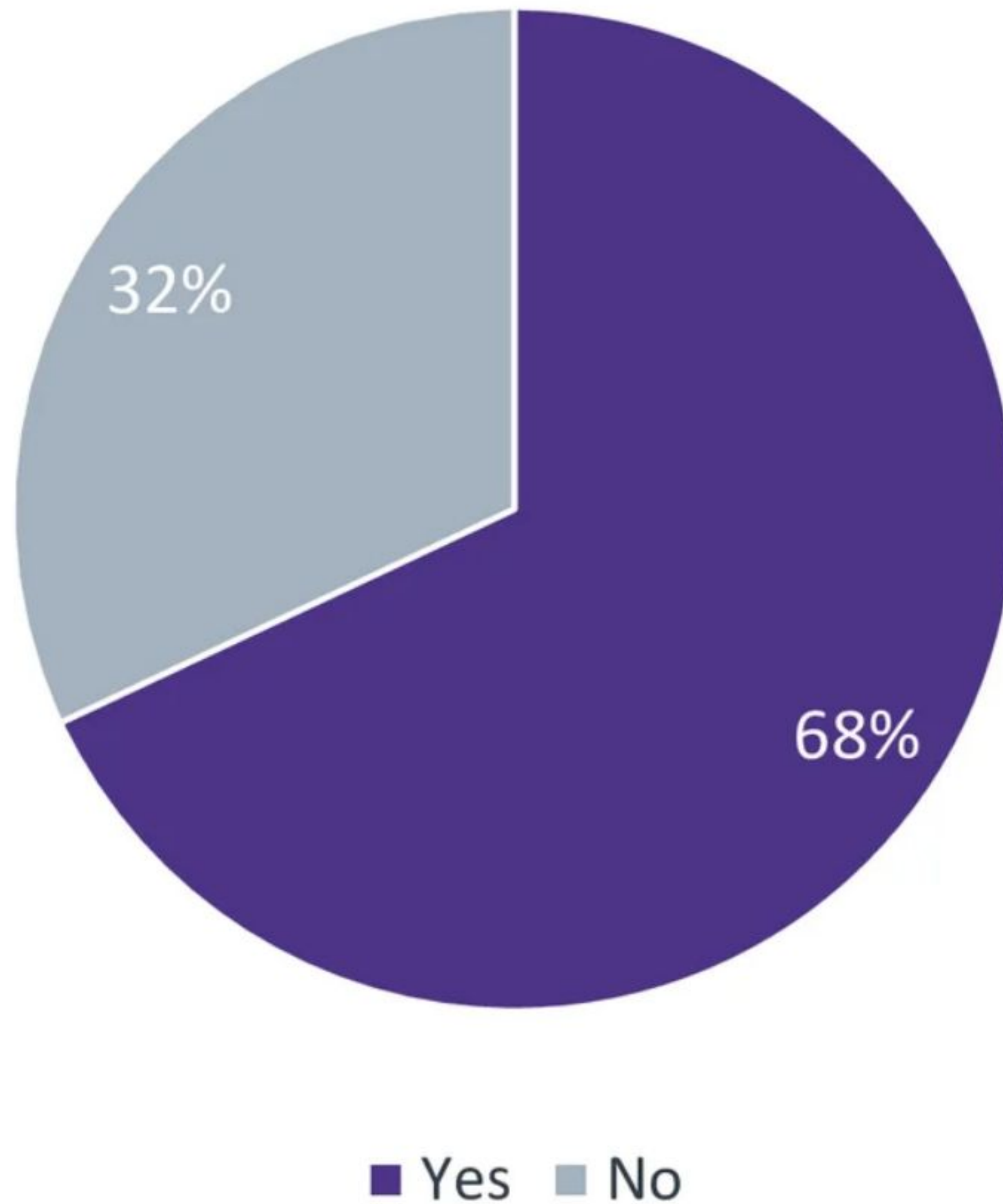
REASONS FOR THE RETURN OF EX-EMPLOYEES

WHAT IS THE REASON FOR FORMER EMPLOYEES RETURNING BACK TO THE COMPANY? (YOU CAN CHOOSE SEVERAL OPTIONS)

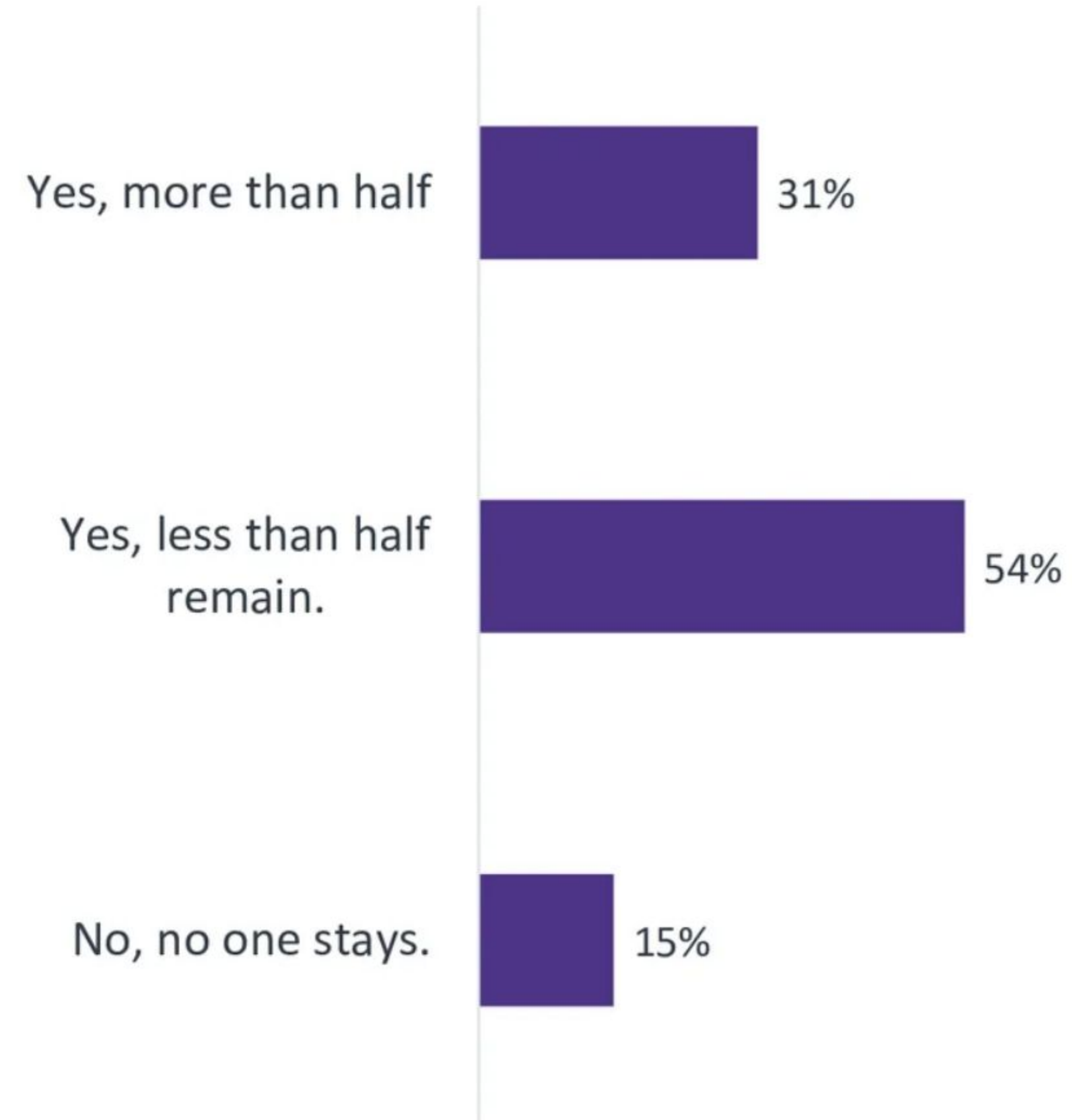


WORK WITH STUDENTS

DO YOU INVITE STUDENTS FOR PRACTICUM/INTERNSHIP?

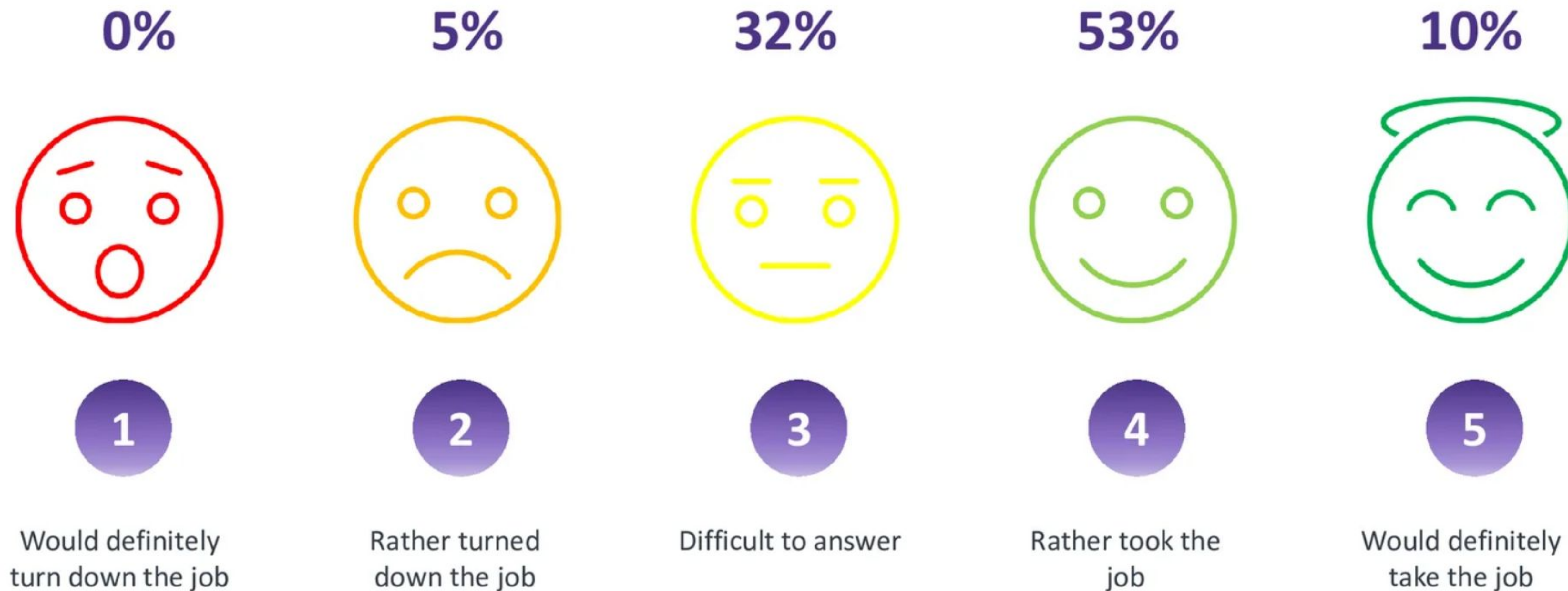


DO STUDENTS STAY IN YOUR COMPANY PERMANENTLY AFTER COMPLETING THEIR INTERNSHIP?



EMPLOYEE EVALUATION OF WORK IN THE COMPANY

IF YOUR EMPLOYEES KNEW ON THEIR FIRST DAY OF WORK WHAT THEY KNOW NOW, HOW WOULD THAT AFFECT THEIR DECISION TO WORK FOR YOU?



What were your learnings today?

referral program
hiring tactics

bonus policy

internal recruitment
i will get a payrise

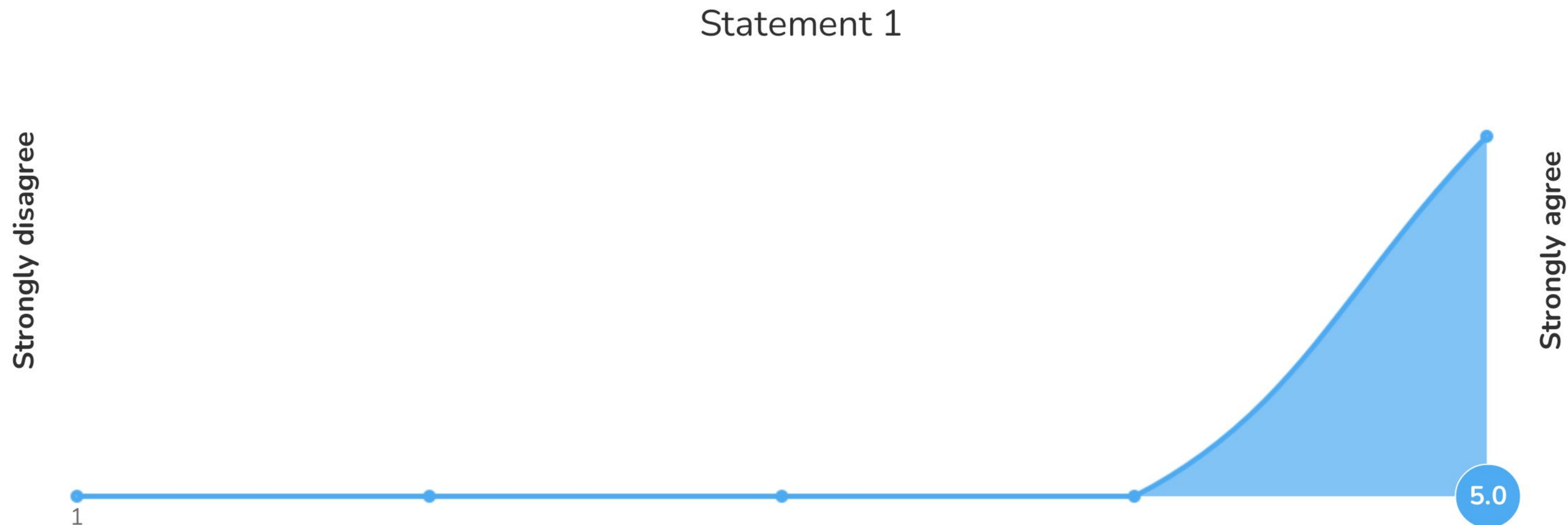
excellent russian

thank you

payroll indexation stats

referral schemes

How did you like today's presentation?



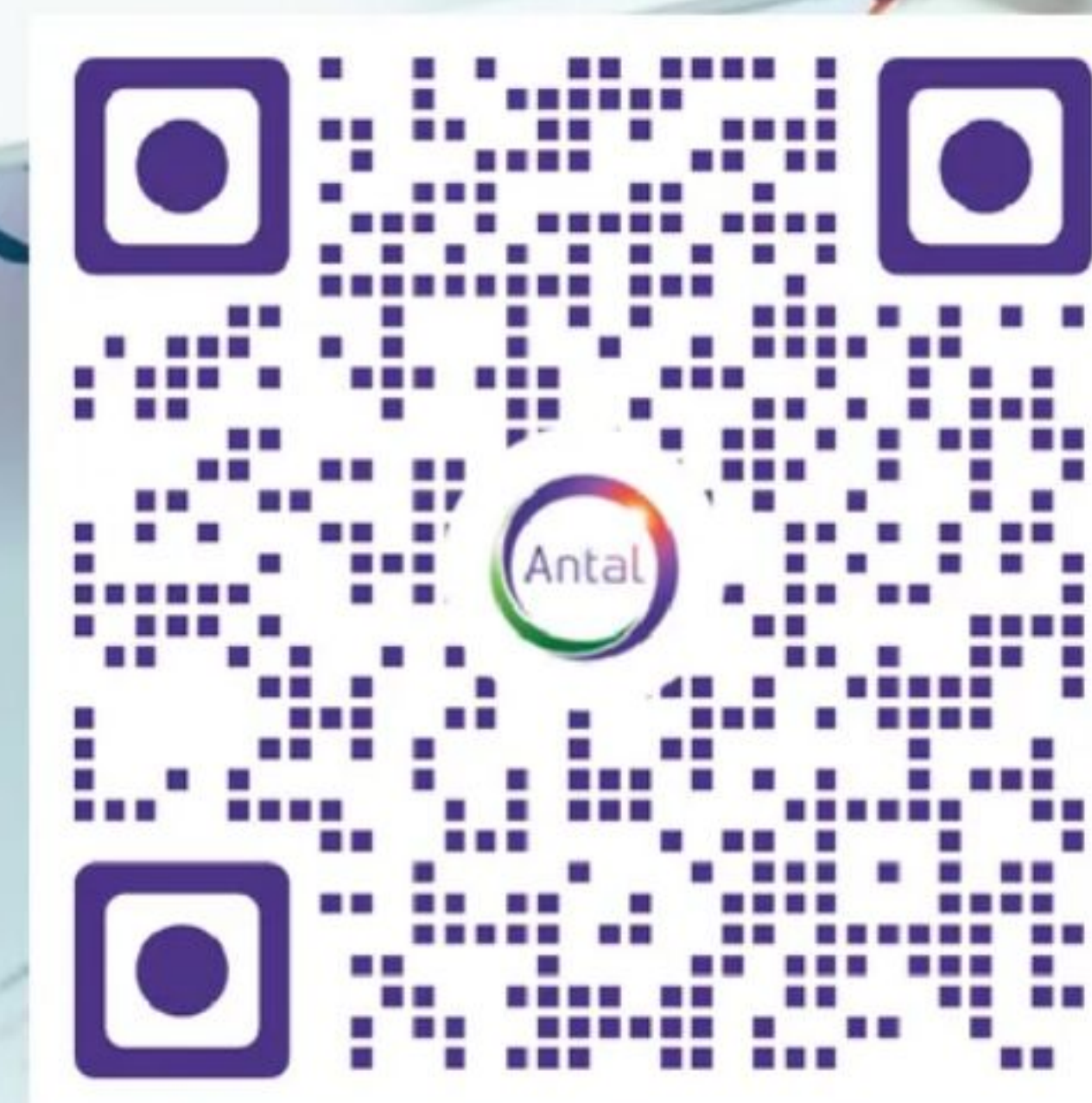
METHODOLOGY

The presentation presents the results of Antal Kazakhstan research:

- Annual “Labor Market Survey and Salary Survey” from Antal Kazakhstan. The survey was conducted from May 17 to June 30, 2024. The number of participants was 1,629 respondents. The survey participants were specialists and middle and senior managers working in Kazakhstan.

Antal Kazakhstan pulse surveys among companies.

- The survey was conducted from February 17 to March 10, 2025. 52 companies operating in Kazakhstan took part in the survey.
- The survey was conducted between 28 November and 16 December 2024. 75 companies operating in Kazakhstan took part in the survey.





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